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Unrestricted Line Officers and the Materiel Professional Career

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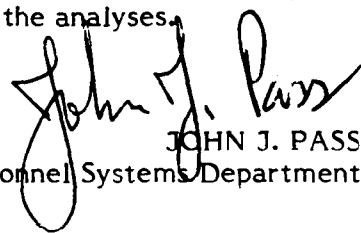|	
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This report examines career issues in a situation where unrestricted line officers concurrently develop competence within two occupational fields. There are two sets of analyses described herein. The first uses data collected in 1982 to compare 33 aviation and surface officers that chose to remain in their warfare community when offered the opportunity to transfer to the materiel professional community in 1986 with 115 that chose to transfer to materiel professional community. The difference between the two groups was centered primarily on their perceived interest in the the type of work that they wanted to do. The second set of analyses uses 1986 data to describe the processes that aviation. surface, and submarine officers in the materiel professional community use to make their career decisions and their perceptions of the materiel professional program.

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FOREWORD

This report describes the results from two different analyses of data on unrestricted line (URL) officers that transitioned to the materiel professional (MP) community. The first set of analyses provide some insight into why some senior URL officers take advantage of the opportunity to change communities. The other set of analyses represents the MP URL officers' impressions of their new community.

This research was conducted within the exploratory development project RF62-521-804 (Manpower and Personnel Technology), work unit 018.02 (Materiel Professional Career Development) utilizing the data bank from the same project, work unit 031.03.04 (Personnel Distribution and Career Development). The purpose of the latter work unit is to identify career factors that are related to the development of knowledge, skill, and ability as an officer gains experience with a new assignment. This is the first report published under this work unit.

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JOHN J. PASS
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v

SUMMARY

Problem

Aviation and submarine warfare officers accept the opportunity to change designator to materiel professional (MP) at a greater rate than surface warfare officers (SWOs). As a result, the operational knowledge that would be available from surface warfare officers is underrepresented in the management of weapon systems programs.

Objective

The objectives of this research are to provide some insight into why some senior SWOs and aviation warfare officers (AWOs) accept the opportunity to change designator to MP while others, especially SWOs, do not and to report the MPs' decision processes about and impression of the program one year after its inception.

Procedure

Data about career decisions and the influence on such decisions were collected from the AWO and SWO communities during FY82 and FY86/87 as part of a major research project. Using the FY82 data from 148 officers that accepted or rejected the opportunity to change from unrestricted line (URL) to MP in 1986, it was possible to describe the key factors that distinguish between the 115 acceptors and 33 rejectors (study 1). In FY86/87, 156 of the population of 288 URL officers in the MP community participated in a follow-up of the FY82 research. The responses of the 156 MPs to a set of items about their careers and the MP program is presented in study 2.

Findings

Study 1. Family separation and geographic stability were not issues that demonstrated any differences between those that accepted a transfer to the MP community and those that did not. Both acceptors and rejectors had very positive views of the Navy and their experiences therein. However, those that chose to remain URL officers were even more satisfied with their warfare occupation, clear about their career goals, involved in their present work and location, and pleased with the Navy's reward system.

Study 2. The average officer in the MP program had a very positive view of the program and felt that he had made the right choice in entering it. They were willing to recommend the program to new candidates from the URL community. The MPs felt that not only traditional career factors such as promotion were important but also non-traditional ones such as using their technical ability and transitioning to a second career after they retire. While geographic stability was significantly important to the MPs, family issues were not more of a factor in MP decisions than for any other officer decisions.

The MPs acquired more of their information about the MP career from written sources like NAVOP instructions than from peers. They also reported better relations with their detailer than the officers still in their old communities had done.

Many MPs felt that MPs should stay MPs and not rotate through non-MP billets. They felt that prior experience in both MP-related and warfare jobs was important as well as previous education. However, many felt that commander (CDR) command should not be an essential step in the ladder to MP.

CONTENTS

LIST OF TABLES

INTRODUCTION

Problem and Scope

In 1985 and 1986, the Navy created the Materiel Professional (MP) career track to emphasize the importance of weapons system acquisition, the provision of warfare support activity management, and the development and performance of such management specialists. A key aspect of this new career program is bringing senior level unrestricted line (URL) officers into the management of acquisition projects such as major weapons systems to provide management expertise and represent operational requirements. Whether URL officers transition to MP or not is voluntary. During the first 2 years of the program, Navy officials believe that a disproportionately large group of qualified surface warfare officers (SWOs) were choosing to stay in their warfare community rather than taking the opportunity to enter the MP community. The other major URL communities, aviation warfare (AWO) and submarine warfare, had officers that appeared to be more willing to accept MP community membership and were, therefore, better represented in the acquisition of major weapon systems. Thus, only surface warfare requirements are underrepresented in the management of weapons system programs by URL officers. The purpose of this research is to provide some insight into why some senior SWO and AWO officers chose to remain in their warfare communities rather than take the opportunity to change designator to MP and to report the MPs' decision processes about and impressions of the program 2 years after its inception.

Background

In FY81, research (Morrison & Cook, 1985) was initiated to develop a model that could be used to assess the impact of current and proposed human resource management policy and practices on the career decisions and behaviors of Navy URL officers. The first of two waves of the data required for the research was collected in FY82 from URL officers commissioned between 1961 and 1980--before the MP officer program was contemplated. Of the 8,820 officers participating in 1982, 5,051 were AWOs and 2,859 were SWOs. The second wave of the research data was collected in FY86 and FY87. In 1986/87, about 8,700 present or past URL officers participated; over 4,000 of those were or had been AWOs and more than 3,000 were or had been SWOs. The majority of the 1986/87 sample of URL officers had also participated in 1982 providing the research with data reflecting modifications in their career decisions and behavior that had occurred in the 4 year interim. Data were available not only from officers that had remained in or entered their URL communities between 1982 and 1986/87 but also from those that had changed communities, resigned from the Navy, or retired.

Objectives

The FY82 data provided an opportunity to establish some of the factors that were present in 1982 and could be used to predict which warfare officers would choose to change to the MP community versus those that would choose to remain in their warfare communities when all had met the requirements for entry into the MP program (Study 1). The 1986/87 data base provided an opportunity to investigate the processes that MPs went through in 1986 while making the decision to become an MP, their satisfaction with the decision, and their impressions of the MP program policies and practices (Study 2). The results of the two studies are made available for policymakers and implementors to use in reviewing the impact of current MP policy and its administration.

STUDY 1: PREDICTING WHICH AWOs/SWOs WILL TRANSITION TO MP

Study 1 was designed to use the data from 1982 to predict which officers would accept the opportunity to transfer from URL to the MP community and which would choose to stay URL by comparing their responses to the survey items. The target population in Study 1 included all SWOs (n = 138) and AWOs (n = 187) who were offered the opportunity to transfer to the MP community in 1986 regardless of whether they did so. Ninety-one of the 138 SWOs (65.9%) and 150 of the 187 AWOs (80.3%) accepted the offer to change to MP. Navy officials were correct in their assessment that SWOs chose to remain in their warfare community at a higher rate than AWOs (χ^2 = 8.4, p < .01).

Method

Sample

An opportunistic sample of members that participated in the FY82 research on URL officers' career decisions (n = 148) provided the data for this study (see Table 1).

Table 1

Breakdown of Sample

Group	Accept MP	Reject MP	Total
AWOs	94 (64%)	18 (12%)	112
SWOs	21 (14%)	15 (10%)	36
Total	115	33	148

This proportion (.46) was similar to the proportion of all of the Navy's AWOs and SWOs commissioned between 1961 and 1980 that were eligible for and participated in the FY82 research. The sample of 148 is adequate to represent the population of 325 officers with a confidence level of .05 and a margin of error of ±.06 in the estimated proportion of cases replying to one class in a bivariate choice situation. The percent of SWOs that chose to transfer to MP (28%) from the population of AWOs and SWOs eligible for the program was significantly greater than the percent of SWOs (14%) in the sample of AWOs and SWOs eligible for the program that choose to transfer to MP and participated in the survey (χ^2 = 14.9, p < .001). The reverse was true for the AWO acceptors. Therefore, there may be some bias in the results of Study 1 toward the AWOs. All of the individuals were male.

Using data from the officer master file (OMF), a comparison was made among the groups in Table 1 using the criteria for selection for MP; that is, frequency and types of subspecialty fields and additional qualification designators, level of education, major fields of study, and command (O-5) experience. The groups in the sample did not differ significantly on anything other than the fact that SWOs were more likely to remain URL officers than were AWOs (χ^2 = 10.31, p < .01).

2

Measures

The officers included in this study responded to a survey of career related attitudes, perceptions, and decisions that was administered in FY82. A large proportion of the survey items were not appropriate for Study 1. One hundred and fifty-two individual scores covering family issues, career commitment and satisfaction, career planning and development, career motivation, and location satisfaction were assessed. Except for five specific decision items, the variables used to predict the officers acceptance of the opportunity to transfer from one of the two URL communities used 7-point Likert type scales with anchors described in the tables. The decision items used three point scales: no, undecided, and yes.

An additional key variable included in the analyses was an index of each officer's promotability and performance. This index was computed from a history of the officer's most recent "report on the fitness of officers" (FITREP) according to the formulae reported in two earlier reports (Holzbach, 1979; Morrison, Martinez, & Townsend, 1984). Each index was standardized within the officer's community prior to the analyses. The FITREPs had been reported by the officer in the survey described above.

Analyses

Students (t) tests were used to compare the means of those that chose to remain in their warfare communities (URLs) with those that chose to transfer to the MP community (MPs) for the combined aviation and surface warfare groups of officers. While the URLs have nearly equal representation in the two communities, the MPs are dominated by the aviators.

Hypotheses

Two hypotheses were considered prior to the analysis of the data. One was that officers with poorer chances for promotion (that is lower FITREPs) from within their line communities would transfer to MP in greater numbers than those with greater chances for promotion (that is, higher FITREPs). The second hypothesis assessed in this study was that officers would choose to transfer to the MP program to spend more time with their families and remain geographically stable.

Results

The URLs and MPs did not differ significantly in their average (mean) FITREP rating history prior to FY82 (t = 1.03, n.s.). Therefore, the hypothesis that URLs would have higher average FITREPs than MPs could not be accepted. Further analyses did not require that officer quality be partialled out as a potential influence on the relationships.

Twenty-three items from the 152 individual scores were found to discriminate significantly between the acceptors and rejectors (the probability of 23 items out of 152 achieving significance on the basis of chance alone is extremely low (Z = 11.97, p < .0001)). None of the items related to remaining geographically stable or spending more time with their families differentiated significantly between the two groups (see Table 2). Therefore, the hypothesis that those that accepted transfer from a warfare community to MP would be trying to spend more time with their families and remain geographically stable was rejected.

3

Table 2

Family Separation and Geographic Stability

Item	Group	N	Mean	S.D.	t	p
1. I have made a decision to remain geographically stable[a]	URL	32	1.84	0.92	--	--
	MP	89	1.93	0.85	-0.50	.62
2. Separation from family/friends in my present job is[b]	URL	35	4.26	2.45	--	--
	MP	99	4.53	2.42	-0.56	.58

[a] A three point scale: 3 = yes; 2 = undecided; 1 = no.

[b] 7 = very positive to 1 = negative.

The 23 discriminating items assessed the following four concepts: career commitment and satisfaction, career planning and development, career motivation, and satisfaction with location. The items are grouped within the relevant concept in Table 3.

Discussion

While both groups appeared to be high in their satisfaction with their Navy careers, the URLs appeared to be more satisfied in 1982 and less desirous of changing their URL officer and Navy careers than were the MPs. Compared to the URL, MPs were more attracted to the notion of seeking a new career in the Navy and were more likely to have made the decision to do so. Those that remained URLs felt more strongly that the Navy inspired them to perform their URL duties to the best of their ability, and reported fewer plans to leave the Navy as soon as they were eligible for retirement.

Compared to the MPs, the URLs were more satisfied with their military occupation at the time of the questionnaire. This is shown by the URLs less emphasis on preparing for a career outside the Navy. Consistent with these perceptions, the URLs stated more willingness to work extraordinarily hard to help the Navy be successful and less likelihood to agree in any way that they had made a bad move in entering their career. The MPs had a more positive impression of civilian work by assessing job responsibilities and promotion opportunities as similar between the Navy and civilian organizations and stress as less in the civilian world. This view of civilian opportunities appeared to be related to a shift in career focus away from the Navy because the MPs described more interest in developing a subspecialty and enhancing their post-Navy career: a situation that is common among mid-life managers in the civilian sector.

The URLs appeared to be more totally involved than MPs in their Navy careers. URLs were more likely to have made the decision to strive for flag rank or to care about the fate of the Navy.

The URLs were more likely to have evaluated their work as a URL in 1982 as challenging or as being important. In other words, URLs were even more involved or took even more pride in the work that they were doing as a URL in 1982 than did the future MPs.

Table 3

Items Separating MP Acceptors from Rejectors

Item	Group	N	Mean	S.D.	t	p
Career Commitment and Satisfaction						
1. Commitment to the Navy						
a. I am willing to put in a great deal of effort beyond that normally expected to help the Navy be successful.[a]	URL	34	6.53	0.56	--	--
	MP	97	6.24	0.67	2.27	.03
b. The Navy really inspires the very best in me in the way of job performance.[a]	URL	34	5.24	1.13	--	--
	MP	97	4.66	1.55	2.30	.02
c. I really care about the fate of the Navy.[a]	URL	34	6.76	0.55	--	--
	MP	97	6.22	1.18	3.58	.00
d. I have made a decision to remain in the Navy when eligible for retirement.[b]	URL	34	2.41	0.56	--	--
	MP	95	2.11	0.61	2.37	.01
e. I have made a decision to prepare for a career outside the Navy.[b]	URL	34	2.12	0.81	--	--
	MP	96	2.42	0.75	-1.96	.05
f. How important was your desire for a post-Navy career in your preference for your most recent assignment?[c]	URL	34	1.53	1.33	--	--
	MP	96	3.03	2.17	-4.72	.00
2. Career Satisfaction						
g. The more I think about it, the more I feel I made a good move in entering my career.[a]	URL	34	6.32	1.06	--	--
	MP	97	5.82	1.68	1.99	.05
h. I have made a decision to seek a change in designator.[b]	URL	31	1.06	0.36	--	--
	MP	89	1.43	0.75	-3.53	.00
i. How important was your desire for a change in your Navy career in your preference for your most recent reassingment?[c]	URL	34	1.15	0.70	--	--
	MP	97	2.37	2.09	-5.01	.00
j. How attractive would it be to change your designator and pursue a different career?[d]	URL	34	2.03	1.80	--	--
	MP	96	3.14	2.14	-2.70	.01

[a] 7 = strongly agree to 1 = strongly disagree.

[b] A three point scale: 3 = yes, 2 = undecided, 1 = no.

[c] 7 = a primary factor to 1 = not considered.

[d] 7 = very attractive to 1 = very unattractive.

5

Table 3 (Continued)

Item	Group	N	Mean	S.D.	t	p
Career Planning and Development						
k. I have not been counseled on the Navy's career opportunities outside my community.[c]	URL	34	5.74	1.14	--	--
	MP	97	4.98	1.80	2.83	.01
l. The Navy should provide clear, specific career paths with associated plans.[c]	URL	34	3.53	1.76	--	--
	MP	96	4.36	1.48	-2.69	.01
m. In reference to your present assignment, how useful is public media as a source of career information?[f]	URL	25	2.96	2.37	--	--
	MP	57	1.93	1.31	2.04	.05
n. The development of a sub-specialty is important for my career beyond the Navy.[c]	URL	34	4.29	1.82	--	--
	MP	97	5.48	1.31	-3.51	.00
Career Motivation						
1. The Work						
o. Opportunity for minimal work stress.[g]	URL	34	2.88	0.95	--	--
	MP	96	3.35	1.18	-2.50	.01
p. Opportunity for responsibility.[g]	URL	34	6.35	0.88	--	--
	MP	97	5.87	0.94	2.49	.02
q. The challenge in my present job is.[e]	URL	34	6.62	0.74	--	--
	MP	96	6.26	1.11	2.10	.04
r. The importance of my present job is.[e]	URL	34	6.35	0.98	--	--
	MP	94	5.84	1.40	2.31	.02
2. Rewards						
s. Opportunity to obtain promotion.[g]	URL	34	5.09	1.36	--	--
	MP	97	4.60	1.18	2.01	.05
t. Do you feel the billets you have received reflected your experience and past performance?[h]	URL	34	6.53	0.79	--	--
	MP	96	5.94	1.18	3.27	.00
u. My community has a higher rate of promotion for senior officers than other Navy communities.[c]	URL	34	2.53	1.60	--	--
	MP	97	3.43	1.96	-2.42	.02
v. I have made a decision to strive for flag rank.[b]	URL	32	2.34	0.65	--	--
	MP	92	2.01	0.78	2.17	.03
Satisfaction with Location						
w. I would be more satisfied in a different location.[c]	URL	34	2.59	1.71	--	--
	MP	97	3.40	1.85	-2.25	.03

[b]A three point scale: 3 = yes, 2 = undecided, 1 = no.

[c]7 = a primary factor to 1 = not considered.

[e]7 = very positive to 1 = very negative.

[f]7 = very high to 1 = very low.

[g]substantially better in: 7 = Navy to 1 = civilian.

[h]7 = definitely do to 1 = definitely do not.

In exploring their career options in 1982, the URLs appeared to be more informed about career opportunities than did the MPs, probably because they were considering options outside their URL communities. MPs were more inclined to agree that the Navy should provide non-ambiguous career paths, possibly because the subspecialty and non-operational career opportunities in the Navy have never been as clearly defined as the warfare ones. Also, MPs less likely to obtain career information from public media sources, and felt more strongly in 1982 (perhaps inaccurately) that their community had a higher rate of promotions for senior officers than other communities.

In the questionnaire, URLs showed an even higher esteem for their careers than did MPs; the future MPs were more likely to disagree with the statement that their billets accurately reflected their experience and past performance. The URLs higher career esteem is probably a contribution to the URLs greater desire to strive for flag rank.

Conclusion

From the FY82 survey and OMF information, it can be concluded that we can predict several years ahead which officers will accept the opportunity to change designator from AWO or SWO to MP and who will choose to remain URL. Those officers that accept the change are those that have a greater desire to make a career change. They want to change either the occupation or the organization in which they work or both. The reasons that they reported on the survey indicated that they desired to make the change primarily as a result of the intrinsic characteristics of the work rather than the environment within which they worked. It is possible that a greater interest in non-combat leadership (Van Fleet & Yukl, 1986) may have been a factor but that was not investigated herein. The officers that accepted the opportunity to change designator were of the same quality as those that rejected the change, and they did not accept the change to be with their families more or remain geographically stable as conjectured by manpower planners.

STUDY 2: URL MPs' DECISION PROCESSES AND IMPRESSIONS OF THE PROGRAM

A significant number of the URL officers that participated in the FY82 survey were still in the Navy but not in the same community. Those individuals, the designator changers, were requested to participate in 1986/87 but provided with a different form because of their altered status. The new form concentrated on the decision processes that the officers went through when deciding to change, many of the factors that might have influenced the decisions, and their satisfaction with the decisions. The "repeated measures" group from 1982 was supplemented by sending the designator change form to all MPs that had been URLs previously. The 1986/87 responses from the URL MPs are described in Study 2.

Method

Sample

Of the questionnaires sent in 1987 to the entire population of 288 URL officers that had recently changed designators to MP, 156 were returned. The three questionnaires received from women officers (1200s) were omitted because the number was very small; therefore, the results can be generalized to men only. The final 153 in the sample represented a 54.4 percent return rate and provided a sample that represented the estimated population proportion of cases replying to an item of plus or minus .06 at a confidence interval of .05. Ninety-four percent of the respondents were either grade O-5

or O-6 (see Table 4). The respondents were former pilots (designator code 1230), surface warfare (designator code 1210), submarine warfare (designator code 1220), and naval flight officers (designator code 1240), (N = 67, 50, 23, and 13, respectively); a distribution that did not differ significantly from the 281 questionnaires distributed to these four designators (χ^2 = 2.145; df = 3; N.S.).

Table 4

Officers by Grade

Grade	N	Percent
O-5	54	36.5
O-6	85	57.4
Flag	9	6.1
Unknown	5	--
Total	153	

Measures

The questionnaire (Appendix 1) included 315 objectively scored items and a single open-ended question for additional comments. The additional comments were not analyzed for content and are not described in Study 2. Ten of the items included too many missing variables, were considered inappropriate for analysis, or simply provided background information and were omitted from the analyses. The 305 items used in the data analysis were broken as follows: 188 items were rated on 1-7 Likert Scale, ranging from 1 = low to 7 = high, 63 items were rated on a 1-6 Likert Scale with the same low and high levels, 30 items were scored on a "yes," "no," or "undecided" basis, and 24 items were scored on a simple scale or fill in the blank basis. The results are reported in sequence with the questionnaire's eight major sections; information use, decision process, present assignment, assignment process, career and marital status, career management, career attitudes, and MP (this section dealt specifically with issues concerning the MP billets as well as the attitudes and views of the officers in the MP community)

Results

Information Use

The respondents were asked to evaluate 16 sources of career information available for use in their decisions to change to MP. (Two sources were excluded from the analysis because of low Ns and inapplicability, see Table 5.) The most frequently used sources included the OPNAV instructions on how to change designator (56.5%), senior officers from the current MP designator (48.7%), senior officers from the previous designator (48.0%), detailers (45.8%), and the commanding officers (COs) or immediate superiors in charge (ISIC) (43.8%). The sources that were most influential were senior officers from the MP designator (54.2%), senior officers from the previous designator (47.0%), the CO/ISIC (41.9%), detailers (40.4%), publications put out by the MP community (39.6%),

8

Table 5

Career Information Sources

Information Source	Use	Influence	Accuracy	Availability	Honesty	N
Senior Officers						
Other senior officers in my previous designator	4.34	4.32	4.57	5.02	5.91	99
Senior officers from my current designator	4.28	4.51	5.00	4.59	5.74	73
Headquarters						
OPNAV instructions regarding career change	4.52	3.59	5.68	5.03	5.77	59
Perspective	4.03	3.65	4.99	5.15	5.76	77
Detailers	4.02	3.85	4.18	4.53	4.77	94
Officer billet summary	2.41	2.63	3.86	3.93	5.04	30
URL officer career planning handbook	1.84	1.94	3.33	4.23	4.86	30
Peers						
Peers in my previous designator	3.65	3.48	3.88	5.07	5.57	89
Peers from current designator	3.51	3.79	4.60	4.48	5.53	49
Chain of Command						
CO/ISIC	3.83	3.96	4.43	5.17	5.77	92
XO	2.00	2.66	3.42	3.79	5.16	28
Department head designator	1.96	2.55	3.50	3.55	5.44	21
Public Sources						
Navy Times	3.51	3.19	4.25	5.44	4.85	66
Public media	1.65	1.72	2.85	4.35	3.78	28

Note. A Likert Scale 1-7 used: 1 = "Very Low," 4 = "Moderate," 7 = "Very High," and N = the average N over the 5 variables. Total N = 153.

and peers from the MP designator (36.2%). In regards to the accuracy of the information provided by the different sources, those deemed as most accurate were OPNAV instructions regarding changing designator (84.2%), senior officers in the previous designator (68.1%), publications put out by the MP community (65.2%), and Perspective (64.0%). Those sources that were thought to be most available were Navy Times (71.9%),

9

the CO/ISIC (71.4%), senior officers from the previous designator (70.4%), peers from the previous designator (70.0%), Perspective (63.2), and OPNAV instructions regarding designator change (62.7%). The most honest sources, as reported by the MPs, were other senior officers from the previous designator (83.5%), OPNAV instructions regarding designator change (82.1%), senior officers from the MP designator (81.4%), Perspective (80.6%), and the CO/ISIC (78.4%).

Decision Process

More than two-thirds of the respondents felt they made a good decision in changing their designator (72.4%) and did not need more time to decide (77.0%). A greater opportunity for promotion, a desire to develop greater technical skill, a quest for more interesting and challenging work, a desire to utilize technical education, and a chance to prepare for a career outside of the Navy were the most important factors listed by the respondents in their decision to change designators (see Table 6). Events that most commonly affected the respondent's initial decision to change designators were being sought out by the MP community (56.9%), seeing notice from MP community management (41.8%), assignments in area (30.1%), and suggestions from other senior officers in the respondent's previous community (21.6%). Over three-fourths of the respondents (81.5%) first began thinking about changing their designators no earlier than 1985. Almost two-thirds (64.4%) first began thinking about changing their designator in 1985. Most of the respondents (83.5%) took 6 months or less to decide to change designators and 36.0 percent decided in 1 months time.

Present Assignment

Over half of the respondents (57.7%) had been in their present assignments for more than a year. The MPs generally rated all aspects of their work as positive. Intrinsic items were significantly more positive than extrinsic items (t = 4.56, p < .001). The six most positive aspects of the respondent's job and duties listed were intrinsic items and the only intrinsic item not included in this group was "adventure," which was rated the least positive aspect by the respondents (see Table 7). Intrinsic items are those related to motivational factors within a person while extrinsic items are motivators external to the person.

Assignment Process

One-third (33.3%) of the respondents had not gone through reassignment as an MP. While nearly one-half of the respondents (42.5%) had completed their preference cards by equally weighing their personal desires and those of the Navy or completed them with their Navy career in mind tempered by the personal desires, a significant number (30.1%) did not fill out a preference card at all. Two-thirds (67.6%) had a good idea of the available billets to them when they filled out their preference cards, and even more (71.4%) felt their reassignment tended to run rather smoothly. Most of the respondents rated the acceptability of their current assignment compared to what was expressed on their preference card regarding location (89.4%), type billet (79.6%), and type activity (82.1%), as good.

The MPs rated their detailers on four areas; job knowledge, communication skills, knowledge of the respondent's personal desires, and how well the detailer looks out for the respondents. The detailers rated highest on the individual items of knowledge of current policy trends, telephone calls returned, and knowledge of previous communications, while rating lowest on the times of looking out for the best interests of the MPs and providing useful career counseling, especially on the "right contacts to make" (see Table 8).

Table 6

Decision Factors in Designator Change

Factors	N	Mean	S.D.	Low % 1-2	% 3	High % 4-5
Work Aspects						
More interesting and challenging work	133	3.50	1.51	27.8	15.0	57.1
To utilize technical education	139	3.33	1.51	26.6	17.3	56.1
Clearer career path	121	2.63	1.53	48.8	18.2	33.1
Failure to progress in previous community	111	2.36	1.59	62.2	9.0	28.8
Civilian Preparation						
Develop greater technical skill	135	3.54	1.45	22.2	20.0	57.8
Prepare for career outside of Navy	141	3.26	1.41	29.8	22.0	48.2
Work Related Aspects/Outcomes						
Greater opportunity for promotion	133	3.79	1.39	18.0	18.0	63.9
Technical control of work	130	2.37	1.46	56.9	15.4	27.7
Amount of crisis management	125	1.59	1.06	82.4	9.6	8.0
Greater freedom from hassle	119	1.40	0.85	89.9	5.9	4.2
Family Aspects						
Greater geographical stability	137	3.07	1.60	40.9	13.1	46.0
More time with family	137	2.94	1.45	37.2	23.4	39.4
More shore duty	135	2.24	1.45	63.0	14.1	23.0
Other Aspects						
Chance to solve technical problems	134	2.99	1.54	37.3	14.9	47.8
Recognition for technical accomplishments	126	2.49	1.55	54.8	13.5	31.7
Enjoy being a specialist	128	2.17	1.43	62.5	13.3	24.2
Chance for spouse to develop own interests	117	1.97	1.38	66.7	16.2	17.1
Minimal work stress	113	1.18	0.47	96.5	3.5	0.0
Physically unable to continue in previous community	73	1.15	0.64	95.9	1.4	2.7

Note.   A Likert Scale 1-5 used: 1 = "Not Important," 3 = Somewhat Important,"
5 = "Extremely Important," and N = 153.

11

Table 7

Evaluation of Present Job Characteristics

Characteristics	N	Mean	S.D.	Low % 1-3	% 4	High % 5-7
Intrinsic Items						
Doing something important	150	6.05	1.41	9.3	4.0	86.7
Challenge	150	6.04	1.43	8.0	4.7	87.3
Use of skills and abilities	150	5.83	1.47	9.3	7.3	83.3
Interesting duties	149	5.79	1.44	7.4	8.7	83.9
Opportunity to grow professionally	150	5.61	1.62	10.7	12.0	77.3
Sense of accomplishment	150	5.41	1.71	16.0	8.0	76.0
Adventure	149	4.22	1.85	26.8	34.2	38.9
Extrinsic Items						
Working environment	150	5.20	1.83	18.0	11.3	70.7
Separation from family/friends	149	5.15	1.49	10.1	34.2	55.7
Ability to plan and schedule activities	150	5.09	1.78	16.7	15.3	68.0
Work pressure	150	4.79	1.64	15.3	34.0	50.7
Hours of work required	149	4.68	1.79	24.8	26.2	49.0

Note. A Likert Scale used: 1 = "Very Negative," 4 = "Neutral," 7 = "Very Positive," and N = 153.

12

Table 8

Evaluation of Their Detailers

Evaluated Areas	N	Mean	S.D.	Low % 1-3	% 4	High % 5-7
Detailer's Knowledge						
Knowledge of current policy trends	131	5.51	1.36	6.1	19.1	74.8
Knowledge of which billets are available	132	5.31	1.65	14.4	12.9	72.7
Knowledge of requirements and duties of available billets	131	4.88	1.71	21.4	16.0	62.6
Knowledge of my career development needs	133	4.74	1.86	25.6	18.0	56.4
Detailer's Communication Skills						
Returns telephone calls	128	5.41	1.71	15.6	12.5	71.9
Knowledge of previous communications	132	5.38	1.66	12.1	15.2	72.7
Availability	131	5.29	1.62	13.7	16.0	70.2
Responds to correspondence	65	5.26	1.80	13.8	15.4	70.8
Shares information	135	4.80	2.01	28.1	12.6	59.3
Detailer's Knowledge of Personal Desires						
Knowledge of my personal desires	134	5.10	1.79	20.9	14.9	64.2
How Well Detailer Looks Out For Me						
Listens to my problems, needs, desires, etc.	126	4.97	1.92	21.4	16.7	61.9
What (s)he says can be trusted	129	4.87	1.89	22.5	18.6	58.9
Provides useful career counseling on "tickets to be punched"	110	4.71	1.92	24.5	16.4	59.1
Provides useful career counseling	126	4.42	1.95	34.1	15.9	50.0
Provides useful career counseling on "right contacts to make"	108	4.35	2.11	33.3	15.7	50.9
Looks out for my best interests	133	4.29	1.95	33.8	20.3	45.9

Note. A Likert Scale used: 1 = "Very Negative," 4 = "Neutral," 7 = "Very Positive," and N = 153.

13

A large number of the respondents (44.4%) felt they could not depend on the detailing system to find a job they would want. Only 38.2 percent of the MPs felt the detailing system works. A few (6.6%) of the MPs who had gone through reassignment thought the system was totally mixed up. The MPs generally believed the detailers who assigned them to their present assignment tended to be open-minded and could be influenced (64.0%), were sincere in meeting the MP's needs or explaining why they could not (62.0%), were impressive in the way they handled their interactions with the MPs (53.3%), and located the best possible billet for the respondents, given the circumstances (50.8%).

Mobility and Family Concerns

Of the 153 respondents, 141 were married, (92.2%). Of these, most (70.6%) felt that their careers were more important than their spouses'. A minority of the respondents considered their wife's careers (19.1%), family needs (22.8%), or family separation (31.9%), as problems or impediments to their own careers. A large proportion of the respondents thought support services should be provided to transferring couples (58.3%) and counseling should be available to help married couples deal with stress associated with dual career marriages (46.4%). Most of the spouses were either full-time homemakers (36.7%) or professionals (36.0%). Only three of the spouses were members of the Navy, two officers and one enlisted, and no spouses were in other branches of the service. Almost one-third of the MPs (29.7%) indicated that their spouses had equal input in their decision to change designators. Almost an equal number of the respondents (29.0%) made the decision on their own. When making career decisions, 51.1 percent of the spouses had equal input, while only 3.6 percent of the MPs made these decisions on their own. Very few MPs (1.4%) indicated that their spouses had the majority of the input in making career decisions. Only 7.1 percent of the MPs said their spouses were opposed to their Navy career, while 61.7 percent were completely supportive.

Costs of disruptions were found to have a greater impact on the MPs most recent permanent change of station (PCS) move than direct family related changes (see Table 9). Thus, moving in itself was more of a problem than its impact on the family at this career stage.

Almost two-thirds (66.0%) of the married and single MPs who responded believed that single and married personnel work the same number of hours. Only 3.5 percent thought that single officers were unable to obtain assignments in a certain geographical location because many of the available billets were filled in support of spouse co-location. Many of the respondents (30.5%) thought that marital status should not be taken into consideration in the assignment process and 19.1 percent said there was too much concern for the family, especially children, and too little for issues concerned with the single officer, such as recreation/entertainment. One-third of the respondents (33.3%) thought the Navy did not treat its single personnel as fairly as its married personnel and 41.1 percent believed there was a disparity between the single and married personnel in terms of entitlements/allowances.

Career Management

Over two-thirds (70.9%) of the MPs felt that their careers were attractive (25% gave their careers the highest rating possible). Only 13.5 percent of the respondents felt that the Navy did not want them to continue their careers as an active duty naval officer, while 25.7 percent feel the Navy definitely did want them to continue their active duty career. Most of the MPs (85.6%) felt they had received billets worthy of their experience and past performance.

Table 9

Mobility and Family Aspects of the Decision Process

Source	N	Mean	S.D.	Low % 1-2	% 3	High % 4-5
Life Disruptions						
My out-of-pocket expenses	139	3.25	1.43	26.6	25.2	55.4
The moving process itself	139	3.05	1.36	33.8	24.5	41.7
Disruptions in social relations	138	2.41	1.27	52.2	30.4	17.4
Family Related Changes						
Disruptions in children's schooling	140	2.91	1.61	42.1	18.6	39.3
My spouse's employment	139	2.12	1.53	66.2	12.9	20.9
My unavailability to help the family (enroute training for example)	136	1.93	1.39	72.1	9.6	18.4
Obtaining child care	136	1.23	0.69	94.1	3.7	2.2

Note. A Likert Scale 1-5 used: 1 = "To no extent," 3 = "To some extent," 5 = "To a great extent," and N = 153.

Potential rewards, such as opportunities for rewarding assignments/major command, retirement benefits, enjoyment of naval services, and recognition for accomplishments were major determinants to the MPs in their decision to remain on active duty when they become eligible for retirement after 20 years (see Table 10).

Of the MPs who were planning to resign from the Navy, 77.3 percent did not plan to join the naval reserve and 61.9 percent did not have civilian jobs waiting. However, only 12.8 percent felt unprepared for civilian employment if they were to seek it. Most (79.7%) felt prepared for civilian work. Most MPs (84.6%) planned to remain on active duty for only 6 years or less and 68.1 percent felt they had a relatively clear idea of their career path for 3 years or less. Almost one-third (31.2%) could not see their career path beyond 1 year. MPs rated superb performance (94.6%), punching the right tickets (85.7%), and having the right contacts (81.6%), as more important to making flag rank than being highly specialized (27.4%) or being a generalist (not over specialized) 32.9%).

15

Table 10

Factors That Influence Officers to Remain on Active Duty
After Eligibility for Retirement

Factor	N	Mean	S.D.	Low % 1-2	% 3	High % 4-5
Navy Related Factors						
Opportunity for rewarding assignments	131	4.56	0.69	1.5	6.9	91.6
Enjoyment of naval service	130	4.44	0.79	1.5	11.5	86.9
Recognition for accomplishments	130	4.06	0.94	5.4	20.0	74.6
Esprit de corps	130	3.88	1.06	11.5	23.1	65.4
Status of my community in the Navy	130	3.75	1.17	14.6	23.1	62.3
Promotion Opportunities						
Opportunity for major command	124	4.08	1.21	12.1	11.3	76.6
Command duties	126	3.87	1.15	12.7	18.3	69.0
Opportunity for flag rank	128	3.23	1.46	33.6	18.8	47.7
Family Considerations						
Retirement benefits	131	4.07	1.05	6.9	19.1	74.0
Spouse's attitude toward Navy	125	3.86	1.12	9.6	19.2	71.2
Family separation	122	3.54	1.23	18.0	29.5	52.5
Geographical stability	129	3.48	1.24	17.8	27.1	55.0
Retirement Goals						
Desire to retire as O-6	108	3.89	1.34	14.8	14.8	70.4
Pay/Experience for Civilian Life						
Basic salary	132	3.82	1.01	6.8	25.0	68.2
Financial benefits	130	3.77	1.08	10.0	27.7	62.3
Opportunity to develop as specialist	128	3.26	1.23	23.4	32.0	44.5
Opportunities for civilian employment	129	3.19	1.28	26.4	28.7	45.0

Note. A Likert Scale 1-5 used: 1 = "Not Important," 3 = "Somewhat Important," 5 = "Extremely Important," and N = 153.

16

The respondents tended to regard intrinsic aspects of their work, job security, and personal benefits as more attainable in a Navy career while extrinsic work factors, aspects relating to family, pay, and lower job stress or pressure were associated more with a civilian job (see Table 11).

Table 11

Civilian Versus Navy Career Opportunities

Factor	N	Mean	S.D.	Low % 1-3	% 4	High % 5-7
Intrinsic and Social Aspects of Work						
Responsibility	143	5.39	1.35	5.6	16.8	77.6
Variety of assignments	143	5.27	1.18	3.5	24.5	72.0
Interesting and challenging work	142	5.06	1.35	6.3	35.2	58.5
Desirable co-workers	143	4.77	1.19	7.7	42.7	49.7
Social relationships	143	4.49	1.12	11.9	47.6	40.6
Quality of superior	142	4.44	1.15	9.2	57.0	33.8
Recognition	143	4.41	1.17	12.6	50.3	37.1
Own initiative	142	4.35	1.53	26.8	28.9	44.4
Promotion opportunities	142	3.78	1.32	38.0	38.0	23.9
Job Security and Personal Benefits						
Job security	141	5.68	1.08	2.8	7.8	89.4
Retirement program	143	4.98	1.39	12.6	18.2	69.2
Educational opportunities	142	4.35	1.32	17.6	43.0	39.4
Extrinsic and Work-Related Aspects						
Ability to plan work	143	3.83	1.44	39.2	36.4	24.5
Freedom from hassle	143	3.78	0.95	29.4	59.4	11.2
Amount of crisis management	143	3.76	1.13	28.0	60.8	11.2
Minimal work stress	142	3.57	1.02	37.3	54.9	7.7
Work hours	143	3.21	1.36	57.3	32.2	10.5
Health benefits/care	142	3.09	1.63	63.4	17.6	19.0
Pay and allowances	143	2.54	1.30	79.0	13.3	7.7
Family Aspects						
Desirable place to live	143	3.33	1.08	43.4	53.1	3.5
Chance for spouse to develop interests	142	3.31	1.14	45.1	50.0	4.9
Family stability	143	3.08	1.28	58.0	36.4	5.6

Note. A Likert Scale 1-7 used: 1 = "Civilian Substantially Better," 4 = "Comparable," 7 = "Navy Substantially Better," and N = 153.

17

Career Attitudes

The MPs generally were satisfied with most aspects of their careers. Items pertaining to career choices were rated more positively while items related to location were the lowest (see Table 12).

Table 12

Career Attitudes

Item	Alpha	N	Mean	S.D.	Disagree/ Neutral % 1-4.49	Agree % 4.5-5.99	Strongly Agree % 6-7
Career satisfaction	.78	146	6.14	0.81	3.4	32.2	64.4
Occupation satisfaction	.79	146	6.03	0.81	4.1	38.4	57.5
Organization satisfaction	.79	146	5.76	0.98	8.9	44.5	46.6
Location satisfaction	.89	145	5.07	1.55	29.7	35.9	34.5

Notes.

1. A Likert Scale used: 1 = "Strongly Disagree," 4 = "Neutral," 7 = "Strongly Agree," and N = 153.

2. Percentages are categorized by the number of subjects as measured by their average scores across the individual items within each scale (N of items = 6, 6, 4, and 4, respectively).

Over half of the respondents (56.2%) thought of themselves as primarily a Navy officer and secondarily a specialist. Only 3.4 percent thought of themselves as more of a specialist than a Navy officer.

Materiel Professional

Over one-third of the MPs (35.4%) were not in MP classified billets. For those that were, the most common assignment area was acquisition (38.5%) while the least common area was logistics (6.6%). Over half of the respondents (56.3%) had been in their present assignment more than 1 year. One out of four (25.0%) had been in their present assignment 6 months or less. Almost two-thirds of the MPs (66.4%) said their next assignment would be an MP billet.

A large number of respondents (40.7%) indicated that they were selected to become an MP even though they did not apply. Over half (51.9%) said they became MPs by

applying and being accepted by the board. Only 15.7 percent rated the MP career path as inferior to other Navy career path as inferior to other Navy career paths, while 37.8 percent gave the MP path the highest possible rating of "Very Good," compared to other paths. The majority of the respondents (73.0%) had had only one MP assignment. Most MPs thought that they were able to apply their warfare knowledge to their present position (86.4%), that education, both graduate (83.6%) and undergraduate (70.7%) is directly applicable to their present work, and that officers should have a subspecialty before becoming an MP (66.2%). Only 35.6 percent thought that officers should be rotated between MP and non-MP billets to be most effective (see Table 13). Just over two-thirds (67.8%) would recommend the MP career path to other officers while only 10.1 percent would not recommend the MP path.

Discussion

When deciding to change designator, the respondents were likely to use personal contacts, such as other senior officers, COs, detailers, and peers from previous assignments as sources of information rather than official Navy publications, such as the "Officer Billet Summary" and the "URL Officer Career Planning Handbook." Publications that were utilized by the respondents to a greater extent were the OPNAV instructions regarding designator change, Perspective, and the Navy Times. These may have been more current and accessible than the other publications. As in the URL communities, personal contacts will probably be used more in the future along with Perspective. OPNAV instructions and the Navy Times may have been so important because the MP program was new. The informal social system did not have the opportunity to learn about the program as it established a "track" record. Most of the respondents switched designators without the opportunity to consider it for a long period of time.

Most of the respondents felt they made the right choice in changing designators. Typical URL factors pertaining to the respondent's career and present job, such as promotion opportunity and more interesting and challenging work, were important to many of the MPs in their decision process. The new, non-traditional factors that entered into their decisions centered around exploiting their technical ability and preparing them for a career outside of the Navy. This group of officers appears to be more interested in work that has a technical content and to be doing more extensive career planning than most URL officers. Family related factors were not as important in the decision process. More shore duty, more time with the family, and a chance for the spouse to develop her own interests, did not figure as prominently in the designator change to MP as the fore mentioned variables pertaining to Navy and civilian careers. Geographic stability is important. These officers appear to be disenchanted with moving and want to establish roots.

The URL MP officers considered their assignments to be intrinsically attractive. While the "adventure" of warfare billets is no longer present, they see their work as very "important," "challenging," "interesting," and capitalizing on their "skills and abilities." The emphasis placed on acquisition by the previous Secretary of the Navy, Secretary of Defense, and Congress highlights the importance of the work: However, the Navy will need to continue such emphasis or the perceived importance of the program will wane, reducing its attractiveness to URL officers.

The detailing process seems to operate relatively smoothly. While the MP officers assess the detailer's knowledge above communication skills, which is better than their trust of the detailers, the evaluations of each scale are significantly more positive than in the aviation and surface URL communities from which most of these officers came.

19

Table 13

MP Program Factors

Factor	N	Mean	S.D.	Disagree % 1-2	% 3	% 4-5
Education						
My graduate education is directly applicable to my present work	128	4.22	1.13	10.9	5.5	83.6
My undergraduate education is directly applicable to my present work	150	3.69	1.45	24.7	4.7	70.7
Recommending MP to Other Officers						
I would recommend the MP career path to other officers	149	3.90	1.14	10.1	22.1	67.8
Previous Experience						
I have been able to apply my specific warfare knowledge in my present position	147	4.27	1.11	10.9	2.7	86.4
It was my management experience as a warfare officer or (G)URL, rather than my MP experience, that is essential to my present assignment	148	3.57	1.33	30.4	9.5	60.1
It is primarily my experience as an MP or related billets experience that is essential to effective MP performance	144	3.25	1.33	32.6	19.4	47.9
CDR command is essential to performing effectively as an MP	147	3.15	1.57	37.4	17.0	45.6

Note. A Likert Scale 1-5 used: 1 = "Strongly Disagree," 3 = "Not Sure," 5 = "Strongly Agree," and N = 153.

Table 13 (Continued)

Factor	N	Mean	S.D.	Disagree % 1-2	% 3	% 4-5
Types of Background						
An officer should have a subspecialty before becoming an MP	148	3.78	1.16	16.9	16.9	66.2
A technical background (i.e., engineering or science) is essential to being an effective MP officer	149	3.43	1.41	32.9	8.7	58.4
Mastery of technical language is more important than mastery of current technical concepts	149	2.38	1.10	59.1	24.2	16.8
Rotation Between MP and Non-MP Billets						
To be most effective, officers should be rotated between MP and non-MP billets	147	2.94	1.42	42.9	21.8	35.4

Note. A Likert Scale 1-5 used: 1 = "Strongly Disagree," 3 = "Not Sure," 5 = "Strongly Agree," and N = 153.

The section of the questionnaire in which the officers assessed their concerns about mobility and the family is consistent with the officers' reported influences on their decisions to change from URL to MP. Moving in itself has a greater impact than family issues. However, a third of the officers' wives are employed as homemakers. Over the next decade, that number may drop and spouses' careers may become more salient.

Job security and the intrinsic and social aspects of their work appear to keep these officers in the Navy even though they feel that pay would be significantly better outside. These officers have a high level of satisfaction with their careers and, especially, their specialized field of work. They are highly committed to the Navy.

Even though a large number of the respondents did not "volunteer" to become MPs, most thought the MP was at least as good, if not better, than other Navy career paths. Most of the officers indicated that they would recommend the MP career path to other officers. However, the officers tended to believe that the MP career path should not be rotated with non-MP billets. Perhaps, the officers thought a rotation might reduce the effectiveness of both billets involved, rather than enhancing effectiveness. Most MPs felt prepared for their designator change to MP due to their previous education and warfare knowledge, while the majority also thought that a subspecialty would help officers perform well as an MP. On the other hand, many officers felt that a CDR command was not essential to becoming an effective MP.

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APPENDIX

DESIGNATOR CHANGE QUESTIONNAIRE

DESIGNATOR CHANGE QUESTIONNAIRE

**NAVY PERSONNEL
RESEARCH and DEVELOPMENT CENTER**
San Diego, California 92152-6800

PRIVACY ACT

A. BACKGROUND INFORMATION

1. Social Security Number: __ __ __ - __ __ - __ __ __ __

2. Current Designator: __ __ __ __

3. Grade: ( ) 0-1 ( ) 0-2 ( ) 0-3
          ( ) 0-4 ( ) 0-5 ( ) 0-6
          ( ) 0-7

4. Sex: ( ) Male ( ) Female

5. Family status:

( ) Single   ( ) Married with children
( ) Married, no children   ( ) Divorced with children
( ) Other

6. Previous designator: __ __ __ __

7. I changed to my current designator: _____ / _____
                                        month   year

8. Date questionnaire completed:

   ( ) Mar 87   ( ) May 87   ( ) July 87
   ( ) Apr 87   ( ) Jun 87   ( ) Aug 87

9. Year awarded warfare device (previous designator (previous designator)

   ( ) 86   ( ) 76-77
   ( ) 84-85   ( ) 74-75
   ( ) 82-83   ( ) 72-73
   ( ) 80-81   ( ) Before 1972
   ( ) 78-79   ( ) N/A

B. INFORMATION USE

1. Regarding your decision to change designator, evaluate each of the following source of information according to how much you use them, how accurate, honest and available they were in providing career planning information and guidance as well as how much influence each source had in your decision. Respond using the scale below.

Very Low		Moderate			Very High	
1	2	3	4	5	6	7

INFORMATION SOURCE	N/A	USE (1-7)	INFLUENCE (1-7)	ACCURACY (1-7)	AVAILABILITY (1-7)	HONESTY (1-7)
a. CO/ISIC	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
b. XO	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
c. Department Head	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
d. Other senior officers		OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
e. Peers in my previous designator	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
f. Senior officers from my current designator		OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
g. Peers from current designator	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
h. Detailers	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
i. "Perspective"	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
j. Navy Times	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
k. Public media	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
l. Publications put out by my current community	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
m. "Officer Billet Summary"	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
n. "URL Officer Career Planning Handbook"	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
o. OPNAV Instructions regarding changing designator	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO
p. "Commanding Officer's Addendum"	O	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO	OOOOOOO

A-2

C. DECISION PROCESS

1. The more I think about it, the more I feel I made a bad move changing my designator:

Strongly Disagree		Neutral			Strongly Agree	

( ) ( ) ( ) ( ) ( ) ( ) ( )

2. I should have spent more time thinking about changing my designator:

Strongly Disagree		Neutral			Strongly Agree	

( ) ( ) ( ) ( ) ( ) ( ) ( )

3. Please indicate the importance of each of the following to your decision to change designator. (Please use the following scale.)

Not Important		Somewhat Important		Extremely Important	N/A
1	2	3	4	5	6

	1	2	3	4	5	6
a. More shore duty	( )	( )	( )	( )	( )	( )
b. Prepare for career outside of the Navy	( )	( )	( )	( )	( )	( )
c. Greater geographical stability	( )	( )	( )	( )	( )	( )
d. Greater opportunity for promotion	( )	( )	( )	( )	( )	( )
e. To utilize technical education	( )	( )	( )	( )	( )	( )
f. More time with family	( )	( )	( )	( )	( )	( )
g. More interesting and challenging work	( )	( )	( )	( )	( )	( )
h. Develop greater technical skill	( )	( )	( )	( )	( )	( )
i. Failure to progress in previous community	( )	( )	( )	( )	( )	( )
j. Physically unable to continue in previous community	( )	( )	( )	( )	( )	( )
k. Clearer career path	( )	( )	( )	( )	( )	( )
l. Minimal work stress	( )	( )	( )	( )	( )	( )
m. Chance for spouse to develop own interests	( )	( )	( )	( )	( )	( )
n. Recognition for technical accomplishments	( )	( )	( )	( )	( )	( )
o. Greater freedom from hassle	( )	( )	( )	( )	( )	( )
p. Enjoy being a specialist	( )	( )	( )	( )	( )	( )
r. Amount of crisis management.	( )	( )	( )	( )	( )	( )
s. Technical control of work	( )	( )	( )	( )	( )	( )
t. Chance to solve technical problems	( )	( )	( )	( )	( )	( )

4. What events led you to first think about changing designators?

	Yes	No	N/A
a. Saw notice by current community for application	( )	( )	( )
b. CO/ISIC suggested it	( )	( )	( )
c. Other senior officer in my previous community suggested it	( )	( )	( )
d. Detailer suggested it	( )	( )	( )
e. Sought out by new community	( )	( )	( )
f. Assignments in area	( )	( )	( )
g. Family problems	( )	( )	( )
h. One of my peers changed	( )	( )	( )

i. Other (please explain): _____

5. Indicate the year you first started thinking about changing designator: 19_____

6. Approximately how many months did it take you to to decide to change your designator: _____

7. Which of the following did you do specifically to prepare to change designator?

	Yes	No
a. Obtain a master's degree	( )	( )
b. Obtain a subspecialty	( )	( )
c. Post-graduate education	( )	( )
d. Seek specific assignment	( )	( )

5. When did you begin the following activities in regard to your last reassignment? (Use the following scale to respond to items a through h).

1. Systematically throughout my tour
2. More than 14 months before my PRD
3. 11 to 14 months before my PRD
4. 7 to 10 months before my PRD
5. 3 to 6 months of my PRD
6. Within 3 months of my PRD
7. I didn't do this
8. Not applicable

	1	2	3	4	5	6	7	8
a. Contacting your detailer	( )	( )	( )	( )	( )	( )	( )	( )
b. Specifically seeking the advice of a senior officer	( )	( )	( )	( )	( )	( )	( )	( )
c. Specially seeking the advice of a peer	( )	( )	( )	( )	( )	( )	( )	( )
d. Discussing possible assignments with my spouse/family	( )	( )	( )	( )	( )	( )	( )	( )
e. Considering choices of location	( )	( )	( )	( )	( )	( )	( )	( )
f. Considering choices of types of billets	( )	( )	( )	( )	( )	( )	( )	( )
g. Considering choices of types of duty	( )	( )	( )	( )	( )	( )	( )	( )
h. Contacting a placement officer	( )	( )	( )	( )	( )	( )	( )	( )

6. If you have formed an opinion of your current detailer, evaluate your detailer in the following areas. If not, please evaluate your former detailer.

	Very Negative		Neutral			Very Positive		N/A
	1	2	3	4	5	6	7	8
a. Knowledge of current policy trends	( )	( )	( )	( )	( )	( )	( )	( )
b. Knowledge of which billets are available	( )	( )	( )	( )	( )	( )	( )	( )
c. Knowledge of requirements and duties of available billets	( )	( )	( )	( )	( )	( )	( )	( )
d. Knowledge of my career development needs	( )	( )	( )	( )	( )	( )	( )	( )
e. Knowledge of my personal desires	( )	( )	( )	( )	( )	( )	( )	( )
f. Returns telephone calls	( )	( )	( )	( )	( )	( )	( )	( )
g. Shares information	( )	( )	( )	( )	( )	( )	( )	( )
h. Knowledgeable of previous communications	( )	( )	( )	( )	( )	( )	( )	( )
i. What (s)he says can be trusted	( )	( )	( )	( )	( )	( )	( )	( )
j. Looks out for my best interests	( )	( )	( )	( )	( )	( )	( )	( )
k. Listens to my problems, desires, needs, etc.	( )	( )	( )	( )	( )	( )	( )	( )
l. Provides useful career counseling	( )	( )	( )	( )	( )	( )	( )	( )
m. Responds to correspondence	( )	( )	( )	( )	( )	( )	( )	( )
n. Availability	( )	( )	( )	( )	( )	( )	( )	( )
o. Provides useful career counseling on "tickets to be punched"	( )	( )	( )	( )	( )	( )	( )	( )
p. Provides useful career counseling on "right contacts to make"	( )	( )	( )	( )	( )	( )	( )	( )

7. Which detailer did you evaluate?

( ) Current detailer   ( ) Former detailer

8. If you evaluated your former detailer, was (s)he from your current or previous community?

( ) Current community ( ) Former detailer

9. I cannot depend on the detailing system to find a job I want.

Strongly Disagree			Neutral			Strongly Agree
( )	( )	( )	( )	( )	( )	( )

10. Please indicate your degree of agreement with each of the following statements regarding the detailer who assigned you to your current command.

	Strongly Disagree			Neutral			Strongly Agree
	1	2	3	4	5	6	7
a. I was favorably impressed with the way my detailer handled our interactions	( )	( )	( )	( )	( )	( )	( )
b. My detailer tended to have a closed mind, and thus I could not influence him/her	( )	( )	( )	( )	( )	( )	( )
c. My detailer made a sincere effort to meet my needs or to explain why (s)he couldn't	( )	( )	( )	( )	( )	( )	( )
d. The detailer located for me the best billet (s)he could, given the circumstances	( )	( )	( )	( )	( )	( )	( )

A-4

D. PRESENT ASSIGNMENT

1. How long have you been in your present assignment?

( ) Less than 1 month ago
( ) 1 month, but less than 3 months ago
( ) 3 months, but less than six months ago
( ) 6 months, but less than 9 months ago
( ) 9 months, but less than 1 year ago
( ) 1 year or more ago

3. My PRD is:

( ) Less than 1 month from now
( ) 1 month, but less than 3 months from now
( ) 3 months, but less than 6 months from now
( ) 6 months, but less than 9 months from now
( ) 9 months, but less than 1 year from now
( ) 1 year or more from now
( ) Don't know

2. What is your evaluation of the following asspects of your present job and related duties? Mark one response for each item.

	Very Negative		Neutral			Very Positive	
	1	2	3	4	5	6	7
a. Challenge	( )	( )	( )	( )	( )	( )	( )
b. Separation from family/friends	( )	( )	( )	( )	( )	( )	( )
c. Use of skills & abilities	( )	( )	( )	( )	( )	( )	( )
d. Working environment	( )	( )	( )	( )	( )	( )	( )
e. Hours of work required	( )	( )	( )	( )	( )	( )	( )
f. Work pressure	( )	( )	( )	( )	( )	( )	( )
g. Interesting duties	( )	( )	( )	( )	( )	( )	( )
h. Ability to plan and schedule activities	( )	( )	( )	( )	( )	( )	( )
i. Adventure	( )	( )	( )	( )	( )	( )	( )
j. Sense of accomplishment	( )	( )	( )	( )	( )	( )	( )
k. Opportunity to grow professionally	( )	( )	( )	( )	( )	( )	( )
l. Doing something important	( )	( )	( )	( )	( )	( )	( )

4. Overall, how do you evaluate this tour in terms of:

	Highly Unfavorable		Neutral			Highly Favorable		N/A
a. Command	( )	( )	( )	( )	( )	( )	( )	( )
b. Type duties	( )	( )	( )	( )	( )	( )	( )	( )
c. Relationship with CO	( )	( )	( )	( )	( )	( )	( )	( )
d. Superiors	( )	( )	( )	( )	( )	( )	( )	( )
e. Immediate subordinates	( )	( )	( )	( )	( )	( )	( )	( )
f. Peers	( )	( )	( )	( )	( )	( )	( )	( )

E. ASSIGNMENT PROCESS

1. When I completed my most recent preference card I:

( ) Put down choices I personaly wanted, regardless of how they might affect my Navy career.
( ) Put down primarily what I wanted, but tempered them a little with what I thought might help my Navy career.
( ) Put down choices wich I wanted, and I felt the Navy would want me to have, because Navy requirements and my interests are alike.
( ) Put down choices which I thought would help my Navy career, but tempered with my personal desires.
( ) Put down choices which thought would help my Navy career even though they were'nt personally desirable.
( ) Did not complete one.

2. Assess the acceptability of your current assignment in comparison with what was expressed on your preference card:

	Very Poor		Neutral			Very Good		N/A
	1	2	3	4	5	6	7	8
a. Location	( )	( )	( )	( )	( )	( )	( )	( )
b. Type Billet	( )	( )	( )	( )	( )	( )	( )	( )
c. Type Activity	( )	( )	( )	( )	( )	( )	( )	( )

3. When you are (or should be) completing your preference card, do you have a good idea of available billets for which you would be fully competitive?

Definitely Do Not		Somewhat			Definitely Do	
( )	( )	( )	( )	( )	( )	( )

4. Which one of the following statements best describes your experience in obtaining your current assignment?

( ) Haven't been through reassignment in current designator.
( ) Tended to run smoothly-my detailer located an acceptable billet relatively quickly.
( ) Tended to run smoothly, but there was a certain amount of uncertainty and discussion with my detailer along the way.
( ) Tended to be a very difficult, unhappy experience. However, I eventually received a satisfactory or acceptable assignment.
( ) Tended to be a frustrating, anxiety-producing experience. Only through the intervention of senior officers or extreme effort did I have any influence on the assignment I received.
( ) Tended to be a completely hopeless situation. No amount of effort on my part or by others was successful in influencing the system.

F. CAREER AND MARITAL STATUS

Married officers are to complete Part A. Married and single officers are to complete Part B.

PART A. MARRIED OFFICERS

Please indicate your degree of agreement with the below statements which relate to the family's impact on your career.

	Strongly Disagree 1	2	Neutral 3 4 5	6	Strongly Agree 7	N/A 8
1. My spouse's career limits considerably the options available in my career decisions	○	○	○ ○ ○	○	○	○
2. At the present time, my career is more important to me than my spouse's career	○	○	○ ○ ○	○	○	○
3. Family separation, because of working hours, is a problem	○	○	○ ○ ○	○	○	○
4. I feel that my detailer will make an honest effort to co-locate my spouse and me	○	○	○ ○ ○	○	○	○
5. I have to cut back on my career involvement in order to meet the needs of my spouse/family	○	○	○ ○ ○	○	○	○
6. Counseling should be available to married couples to help them reduce the stress associated with dual career marriages	○	○	○ ○ ○	○	○	○
7. Better support services (e.g. spouse employment information about a new community, and/or help in planning and coping with transfer) should be provided for transferring couples	○	○	○ ○ ○	○	○	○

8. How is your spouse primarily employed? (Choose best response)

( ) Full-time homemaker
( ) Secretary/clerical
( ) Professional
( ) Engineer
( ) Business/finance
( ) Navy officer
( ) Navy enlisted
( ) Other military
( ) Other

---

9. How involved was your spouse in your decision to change designator?

I defered to spouse		Equal Input		I decided alone	N/A
○	○	○ ○ ○	○	○	○

10. How involved is your spouse when you are making career decisions such as staying in the Navy, choosing a second career, retiring, etc?

I defer to spouse		Equal Input		I decide alone	N/A
○	○	○ ○ ○	○	○	○

11. How do you think your spouse feels toward your Navy career?

( ) Completely opposed
( ) Moderately opposed
( ) Neutral
( ) Moderately supportive
( ) Completely supportive

12. Rate the items below with regard to the extent of their impact on your most recent PCS move.

	To no Extent 1	2	To some Extent 3	4	To a Great Extent 5
a. My spouse's employment	○	○	○	○	○
b. Disruptions in children's schooling	○	○	○	○	○
c. My out-of-pocket expenses	○	○	○	○	○
d. Disruptions in social relations	○	○	○	○	○
e. The moving process itself	○	○	○	○	○
f. My unavailability to help the family (en route training for example)	○	○	○	○	○
g. Obtaining child care	○	○	○	○	○

Part B. MARRIED AND SINGLE OFFICERS

Please indicate your degree of agreement with the below statements which relate to marital status and its impact on your career.

	Strongly Disagree		Neutral			Strongly Agree	
	1	2	3	4	5	6	7
1. Single officers work the same number of hours as married personnel	( )	( )	( )	( )	( )	( )	( )
2. Single officers are unable to obtain assignments to a desired geographical location, because many available billets have been filled in support of spouse co-location	( )	( )	( )	( )	( )	( )	( )
3. Marital status should be taken into consideration in the assignment process	( )	( )	( )	( )	( )	( )	( )
4. I believe there is a disparity in the entitlements/allowances between married and single personnel	( )	( )	( )	( )	( )	( )	( )
5. There is too much concern for the family, particularly children, and too little for issues concerned with the single officer, such as recreation/entertainment	( )	( )	( )	( )	( )	( )	( )
6. The Navy treats its single personnel as fairly as it does its married personnel	( )	( )	( )	( )	( )	( )	( )

G. CAREER MANAGEMENT

1. How important are each of the following in determining whether you will remain on active duty after you become eligible to retire after 20 years?

	Not Important		Somewhat Important		Extremely Important	N/A
	1	2	3	4	5	6
a. Opportunity for flag rank	( )	( )	( )	( )	( )	( )
b. Opportunity for major command	( )	( )	( )	( )	( )	( )
c. Desire to retire as O-6	( )	( )	( )	( )	( )	( )
d. Opportunity for rewarding assignments	( )	( )	( )	( )	( )	( )
e. Enjoyment of naval service	( )	( )	( )	( )	( )	( )
f. Opportunities for civilian employment	( )	( )	( )	( )	( )	( )
g. Financial benefits	( )	( )	( )	( )	( )	( )
h. Opportunity to develop as specialist	( )	( )	( )	( )	( )	( )
i. Command duties	( )	( )	( )	( )	( )	( )
j. Family separation	( )	( )	( )	( )	( )	( )
k. Spouse's attitude toward Navy	( )	( )	( )	( )	( )	( )
l. Retirement benefits	( )	( )	( )	( )	( )	( )
m. Geographical stability	( )	( )	( )	( )	( )	( )
n. Basic salary	( )	( )	( )	( )	( )	( )
o. Esprit de corps	( )	( )	( )	( )	( )	( )
p. Recognition for accomplishments	( )	( )	( )	( )	( )	( )
q. Status of my community in the Navy	( )	( )	( )	( )	( )	( )

2. Looking at your career, for approximately how many years from now do you have a relatively clear idea of what your path (billets, promotions, etc.) will be? _____ years.

Questions 3–9

3. How attractive does your present career path seem to you?

Very Unattractive		Neutral		Very Attractive		
( )	( )	( )	( )	( )	( )	( )

4. If you are resigning from the Navy, do you plan to join the naval reserve?

( ) Yes ( ) No ( ) Uncertain ( ) N/A

5. If you are planning to resign from the Navy (or have submitted your letter of resignation) do you have a civilian job waiting?

( ) Yes ( ) No ( ) Uncertain ( ) N/A

6. How many years from now do you plan to remain on active duty? _____ years

7. Do you feel the Navy wants you to continue your career as an active duty naval officer?

Definitely Not		Don't Know		Definitely Does		
( )	( )	( )	( )	( )	( )	( )

8. Do you feel the billets you have received have reflected your experience and past performance?

Definitely Don't		Somewhat		Definitely Do		
( )	( )	( )	( )	( )	( )	( )

9. If you were to seek civilian employment how prepared are you to do so?

Totally Unprepared		Neutral		Totally Prepared		
( )	( )	( )	( )	( )	( )	( )

Questions 10–11

10. Rate the importance of each of the following for making flag rank:

	Of No Importance	Of Moderate Importance		Of Utmost Importance	
	1	2	3	4	5
a. High specialization	( )	( )	( )	( )	( )
b. Generalist (not over specified)	( )	( )	( )	( )	( )
c. Superb performance	( )	( )	( )	( )	( )
d. Have the right contacts	( )	( )	( )	( )	( )
e. Have punched the right tickets	( )	( )	( )	( )	( )

11. Please indicate the relative opportunity of obtaining each of the following characteristics in the Navy versus your expectations of obtaining them in a civilian career if you left the Navy.

	CIVILIAN				NAVY		
	Substantially Better	Much Better	Better	Comparable	Better	Much Better	Substantially Better
	1	2	3	4	5	6	7
a. Interesting and challenging work	( )	( )	( )	( )	( )	( )	( )
b. Ability to plan work	( )	( )	( )	( )	( )	( )	( )
c. Work hours	( )	( )	( )	( )	( )	( )	( )
d. Minimal work stress	( )	( )	( )	( )	( )	( )	( )
e. Freedom from hassle	( )	( )	( )	( )	( )	( )	( )
f. Own initiative	( )	( )	( )	( )	( )	( )	( )
g. Pay and allowances	( )	( )	( )	( )	( )	( )	( )
h. Health benefits/care	( )	( )	( )	( )	( )	( )	( )
i. Job security	( )	( )	( )	( )	( )	( )	( )
j. Family stability	( )	( )	( )	( )	( )	( )	( )
k. Desirable place to live	( )	( )	( )	( )	( )	( )	( )
l. Desirable co-workers	( )	( )	( )	( )	( )	( )	( )
m. Recognition	( )	( )	( )	( )	( )	( )	( )
n. Responsibility	( )	( )	( )	( )	( )	( )	( )
o. Chance for spouse to develop interests	( )	( )	( )	( )	( )	( )	( )
p. Quality of superiors	( )	( )	( )	( )	( )	( )	( )
q. Retirement program	( )	( )	( )	( )	( )	( )	( )
r. Variety of assignments	( )	( )	( )	( )	( )	( )	( )
s. Educational opportunities	( )	( )	( )	( )	( )	( )	( )
t. Promotion opportunities	( )	( )	( )	( )	( )	( )	( )
u. Social relationships	( )	( )	( )	( )	( )	( )	( )
v. Amount of crisis management	( )	( )	( )	( )	( )	( )	( )

H. CAREER ATTITUDES

On the scale below, check the statement which most applies to you.

	Strongly Disagree		Neutral			Strongly Agree
	1	2	3	4	5	6	7
1. The more I think about it the more I feel I made a bad move in entering my career.	( )	( )	( )	( )	( )	( )	( )
2. I am very satisfied with my occupation	( )	( )	( )	( )	( )	( )	( )
3. I talk up th Navy to my friends as a great organization to work for	( )	( )	( )	( )	( )	( )	( )
4. I am fortunate to be located where I am	( )	( )	( )	( )	( )	( )	( )
5. I thoroughly enjoy my career	( )	( )	( )	( )	( )	( )	( )
6. I thoroughly enjoy my field of work	( )	( )	( )	( )	( )	( )	( )
7. I am proud to tell others that I am part of the Navy	( )	( )	( )	( )	( )	( )	( )
8. I thoroughly enjoy my location	( )	( )	( )	( )	( )	( )	( )
9. I take great pride in my career	( )	( )	( )	( )	( )	( )	( )
10. I would feel happier with a different occupation	( )	( )	( )	( )	( )	( )	( )
11. I am extremely glad that I chose the Navy to work for over the other organizations I was considering at the time I joined	( )	( )	( )	( )	( )	( )	( )
12. I am very satisfied with my present location	( )	( )	( )	( )	( )	( )	( )
13. I feel very good about my career	( )	( )	( )	( )	( )	( )	( )
14. I definitely feel that I am in the right field of work	( )	( )	( )	( )	( )	( )	( )
15. For me, this is the best of all possible organizations for which to work	( )	( )	( )	( )	( )	( )	( )
16. I would be more satisfied in a different location	( )	( )	( )	( )	( )	( )	( )
17. I definitely feel that I am in the wrong career	( )	( )	( )	( )	( )	( )	( )
18. I am very sorry I chose my occupation	( )	( )	( )	( )	( )	( )	( )
19. I take a positive attitude towards myself	( )	( )	( )	( )	( )	( )	( )
20. I have a definite plan for my career	( )	( )	( )	( )	( )	( )	( )
21. I have a strategy for achieving my career goals	( )	( )	( )	( )	( )	( )	( )
22. Compared to other areas of my life, my chosen career area is not very important to me	( )	( )	( )	( )	( )	( )	( )

23. On the scale below, check the statement which most applies to you.

( ) I am a specialist
( ) I am primarily a specialist and secondarily a Navy officer
( ) I am an equal balance of both
( ) I am primarily a Navy officer and secondarily a specialist
( ) I am a Navy officer
( ) Other

24. Career Intention: The following item concerns the intensity of your desire to continue your career as a Navy officer at least until you are eligible for retirement (20 years). Areas on the scale are described, both verbally and in terms of probability, to provide meaningful reference points. Pick response which most closely represents your current level of commitment.

How certain are you that you will continue an active Navy career, at least until you are eligible for retirement?

( ) 99.9-100%   I am virtually certain that I will not leave the Navy voluntarily prior to becoming eligible for retirement

( ) 90.0-99.8%   I am almost certain I will continue my Navy career if possible

( ) 75.0-89.9%   I am confident that I will continue my Navy career until I can retire

( ) 50.0-74.9%   I probably will remain in the Navy until I can retire

( ) 25.0-49.9%   I probably will not continue in the Navy until I am eligible for retirement

( ) 10.0-24.9%   I am confident that I will not continue my Navy career until I can retire

( ) 0.2-9.9%   I am almost certain that I will leave the Navy as soon as possible

( ) 0.0-0.1%   I am virtually certain that I will not voluntarily continue in the Navy until I am eligible for retirement

I. MATERIEL PROFESSIONAL

Complete only if your a member of the MP community

1. Your current assignment is in the area of:

( ) Acquisition
( ) Logistics
( ) Planning and Policy
( ) Fleet Support
( ) Test and Evaluation
( ) Research and Development

2. What is your present billet classified as?

( ) It is an MP billet
( ) Don't know if it is an MP billet or not
( ) It is not an MP billet

3. How long have you been in your present assignment

( ) On way to new assignment
( ) 2 months or less
( ) 3-4 months
( ) 5-6 months
( ) 7-8 months
( ) 9-10 months
( ) 11-12 months
( ) More than a year

4. My next assignment is:

( ) An MP billet
( ) Not an MP billet
( ) Don't know

6. How did you become an MP?

( ) I applied and was accepted by the board
( ) Even though I didn't apply I was selected
( ) Other (please explain) _____
_____
_____

7. Compared to other careers in the Navy, how do you evaluate the MP career path?

Very Poor	Average			Very Good		N/A
( ) ( ) ( ) ( ) ( ) ( ) ( )						( )

8. How many MP assignments have you had?

( ) 1
( ) 2
( ) 3
( ) 4
( ) 5
( ) 6 or more

5. Please indicate your level of agreement with each of the following items.

	Strongly Disagree 1	Not Sure 2	3	Strongly Agree 4	5	N/A 6
a. My undergraduate education is directly applicable to my present work	( )	( )	( )	( )	( )	( )
b. My graduate education is directly applicable to my present work	( )	( )	( )	( )	( )	( )
c. It was my management experience as a warfare officer or (G)URL, rather than my MP experience, that is essential to my present assignment	( )	( )	( )	( )	( )	( )
d. I have been able to apply my specific warfare knowledge in my present position	( )	( )	( )	( )	( )	( )
e. It is primarily my experience as an MP or related billets experience that is essential to effective MP performancy	( )	( )	( )	( )	( )	( )
f. To be most effective, officers should be rotated between MP and non-MP billets	( )	( )	( )	( )	( )	( )
g. A technical background (ie. engineering or science) is essentail to being an effective MP officer	( )	( )	( )	( )	( )	( )
h. Mastery of technical language is more important than mastery of current technical concepts	( )	( )	( )	( )	( )	( )
i. An officer should have a subspecialty before becoming an MP	( )	( )	( )	( )	( )	( )
j. I would recommend the MP career path to other officers	( )	( )	( )	( )	( )	( )
k. CDR command is essential to performing effecively as an MP	( )	( )	( )	( )	( )	( )

J. COMMENTS

If you would like to comment on any aspect of your Navy career as it affected your decision to change designator, please use this space. NOTE: Written comments may be used to support statistical summaries of data, but your commentswill be used only if your annonymity can be assured. If your comments extend to additional pages, please add your SSN to those pages.

THANK YOU FOR YOUR ASSISTANCE WITH THIS QUESTIONNAIRE

Rank: ( ) 0-1   ( ) 0-5   Sex: ( ) Male

         ( ) 0-2   ( ) 0-6   ( ) Female

         ( ) 0-3   ( ) 0-7

         ( ) 0-4

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